



Attitudes

- We are all culture-bound.
- We tend to see what we expect to see.
- We all have biases.
- We tend to operate on the basis of stereotypes.

Types of biases to avoid

- Halo Effect—tendency to generalize from one positive (or negative) quality to other assumed qualities.
- First impressions—tendency to arrive at a premature impression leading to snap judgments.
- Cloning—tendency to group people together based on oversimplified categories.
- Assumptions—taking for granted the attribution of characteristics and behaviour without evidence.
- Ethnocentrism—belief that your own culture and ethnic group provides the only right way and all others are inferior.

A fair process

- Sets clear, job-related criteria.
- Measures the person against the criteria on the basis of demonstrated performance.
- Looks for Situation—Action—Results.
- Evaluates the person against the criteria in all methods of evaluation.
- Documents decisions.

To be fair

- Be mindful of own biases and how these might affect judgement.
- Be mindful that others who are offering evaluations might also be operating under biases that are unfair to the candidate.
- Criteria should be stated and written for each method of assessment.
- Stick to Criteria throughout the evaluation stage.
- Ask probing questions, to avoid making assumptions which gloss over problems or ignore strengths.
- Ask for evidence—demonstrations.
- Better decisions are made when assumptions are tested!
- The panel members should talk about their reasons for eliminating applicants and address potential biases during the preparations process.
- Have full discussion and disclosure of reason for viewpoints and decisions.
- Keep good documentation of the process that stands up to scrutiny. Remember a candidate may request your notes under an FOI request. Be careful what you write.
- Not only conduct an equity process, but assess candidates on their own commitment and adherence to equity.
- What is fair and good for the organization is that Candidates are assessed as objectively as possible on the basis of demonstrated skills and ability against the criteria.
- Candidates succeed or fail on the basis of their own skills and abilities and not because of someone else's bias.